

The Purpose-Driven Employee

Purpose+ Internal Research Project



NON-CONFIDENTIAL AND NON-PROPRIETARY, ENTIRELY SHAREABLE
Purpose+, Amstel 95, Amsterdam, The Netherlands

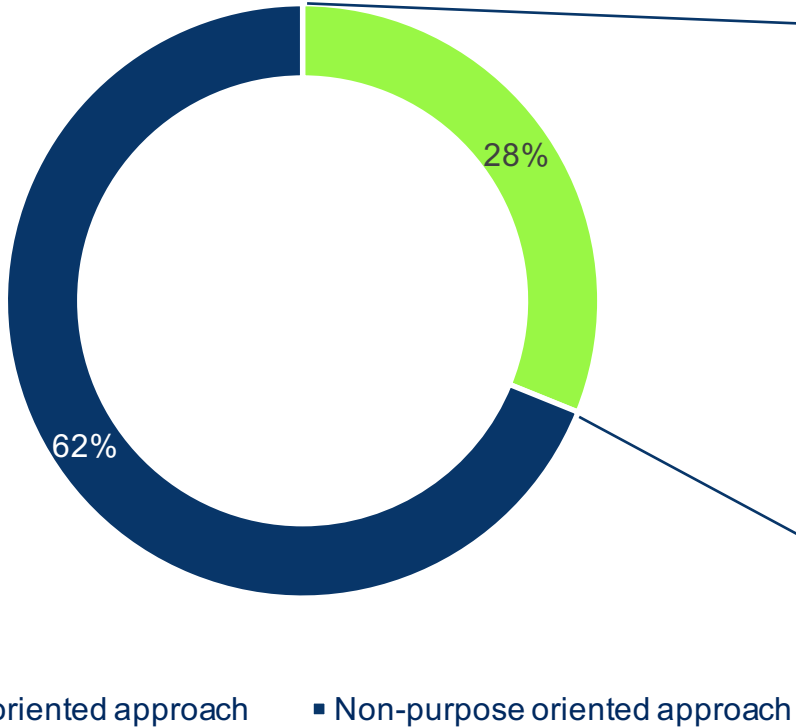
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‘Things are done a certain way, until they aren’t.’

- Aaron Hurst

One third of employees has a purpose-oriented work orientation, and is motivated by personal growth, relationships and serving the greater good



Purpose-oriented individuals...

- Can work in any area or job level: from CEOs of large firms to baristas.
- Tend to see their work as meaningful over life; independent of the jobs they work for*.
- They are intrinsically motivated by the impact they can create through their work; people mostly grow a sense of purpose through *personal growth*, establishing *meaningful relationships* and *service to something greater than themselves*.

...vs non purpose-oriented individuals

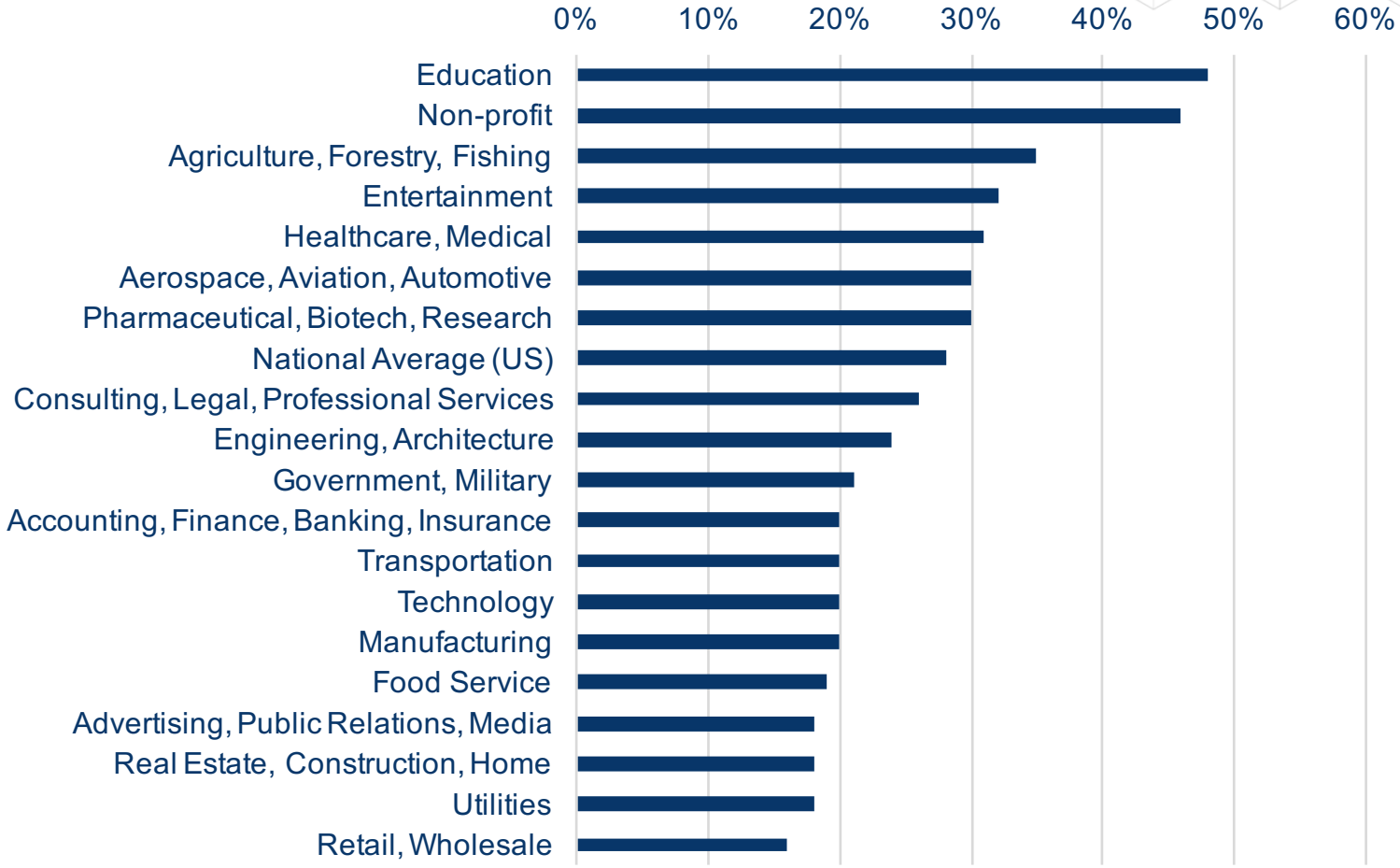
- Can work in any area or job level: from CEOs of large firms to baristas.
- Tend to see their work as meaningless as a stable factor in life*.
- Tend to be extrinsically motivated by achieving *social status*, or *financial gains*.

* Note that work orientation is known as a stable factor over a lifetime. It is an inherent trait instead of a state.

* Note that work orientation seems developed through socialisation processes with parents during adulthood.

Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire; Aaron Hurst, *The Purpose Economy* (2014); Dekas, Baker (2014), *Adolescent socialization and the development of adult work orientations*.

Some areas know more purpose-driven individuals than others; but there are never less than 16% purpose-oriented individuals around

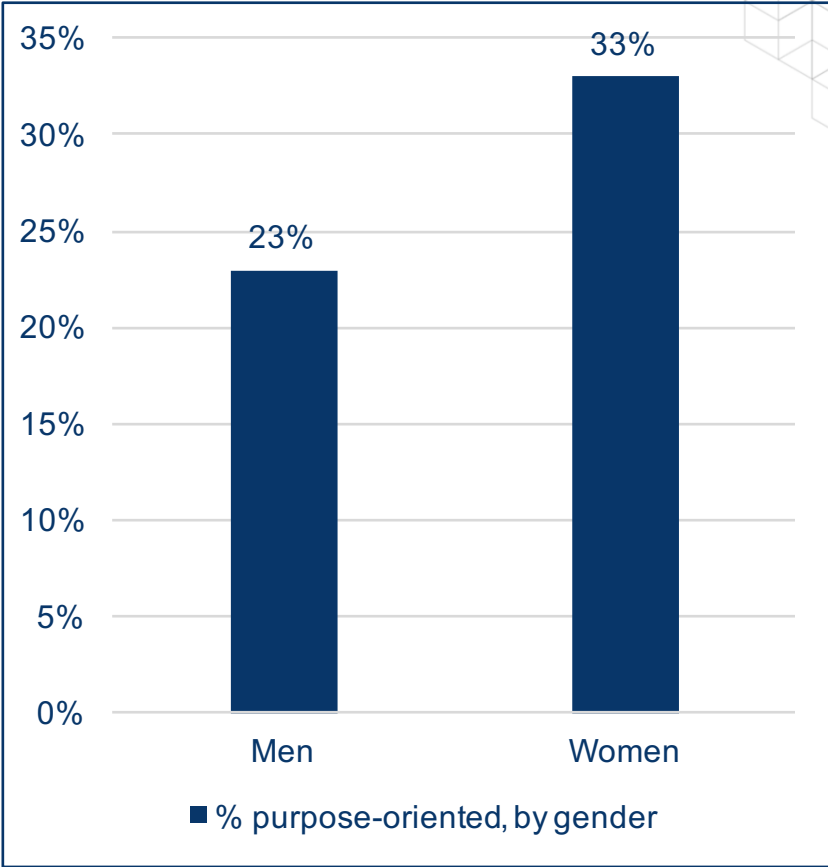
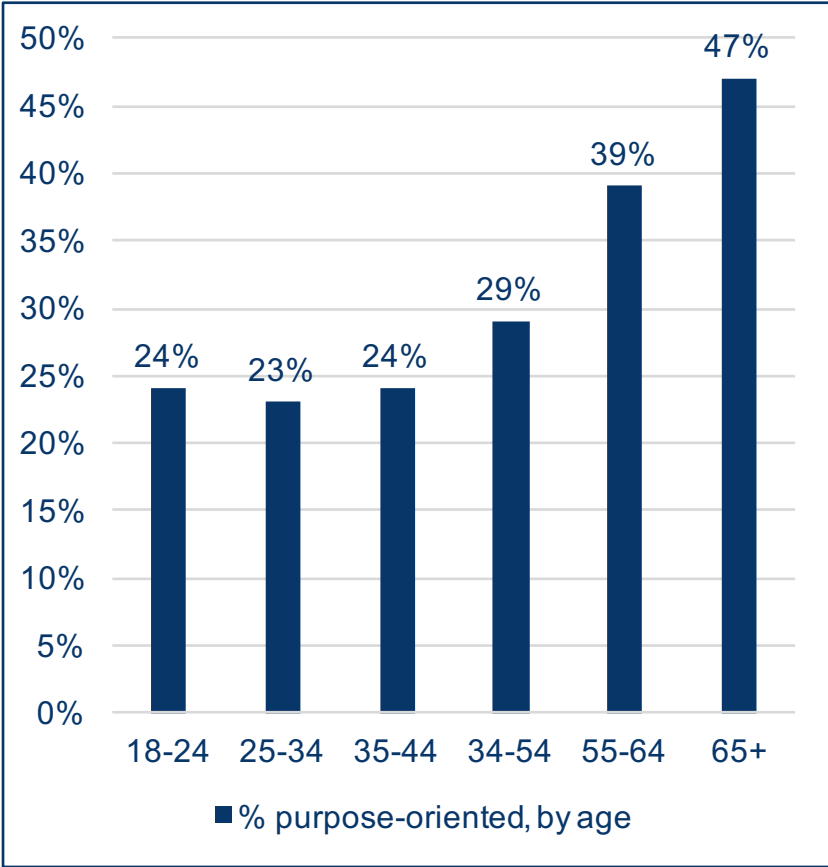


■ % purpose-oriented workers per industry, %

Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire

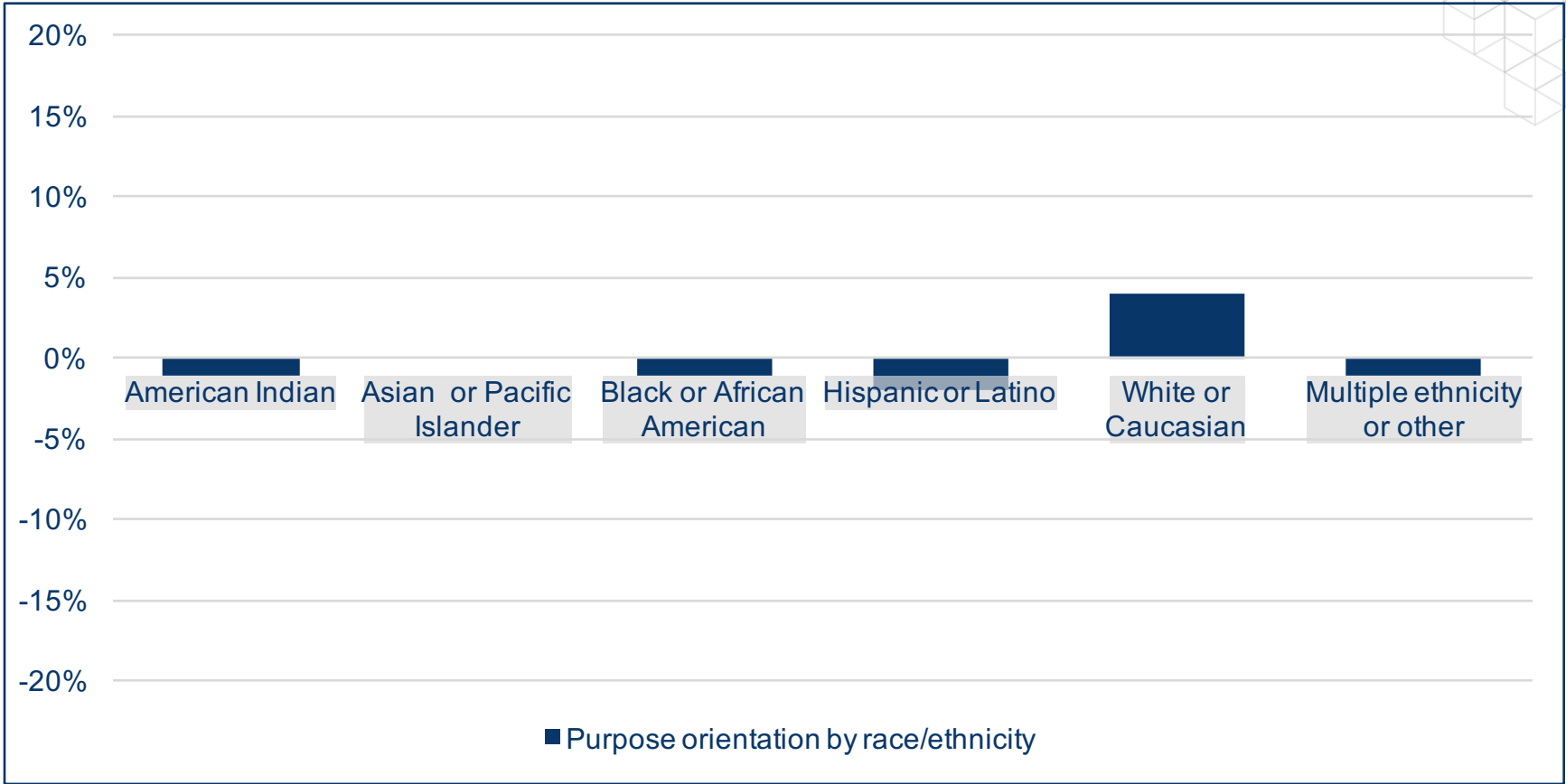


Women and older people tend to experience more purpose on average...



Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire

...and there is no racial difference when it comes to purpose orientation

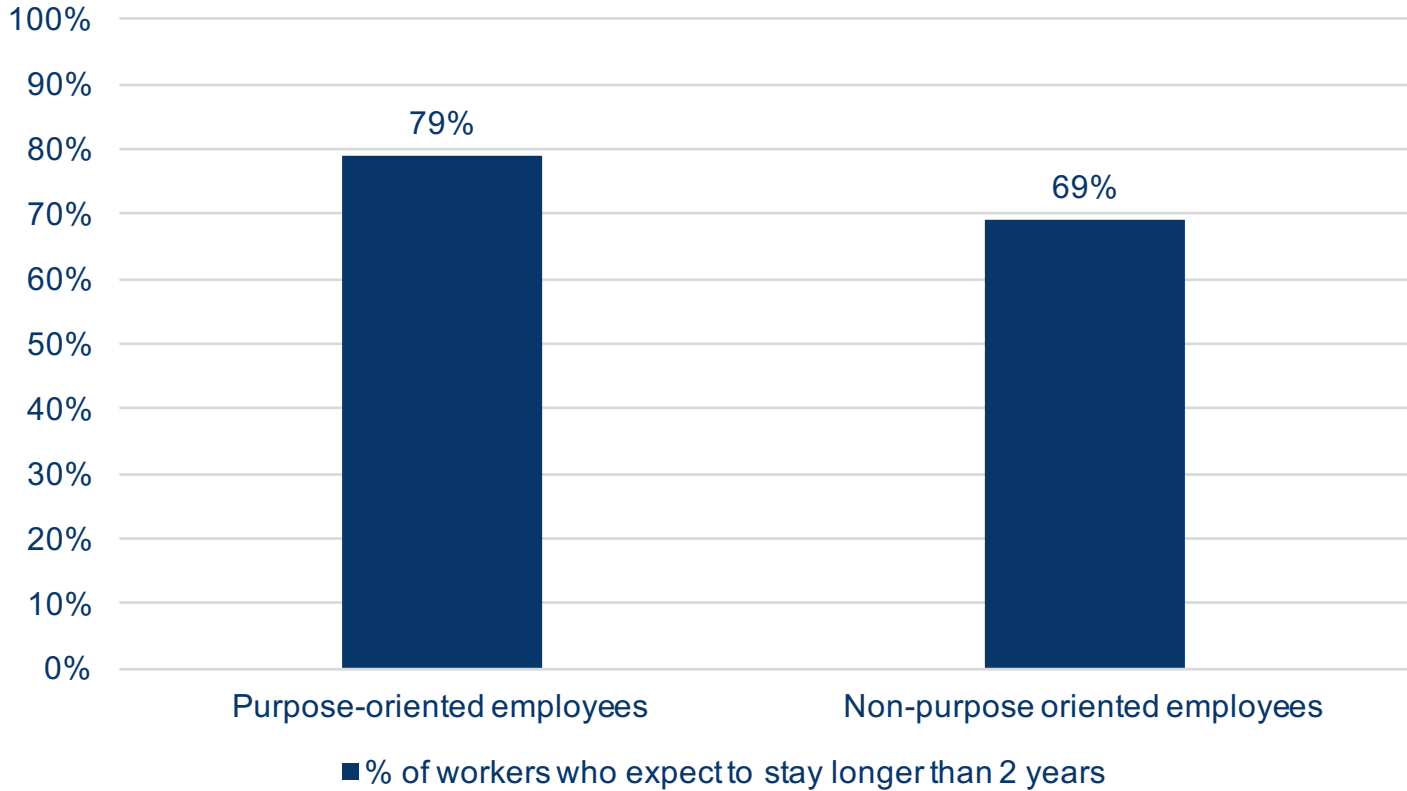


Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire



Purpose oriented individuals intend to stay longer in their jobs

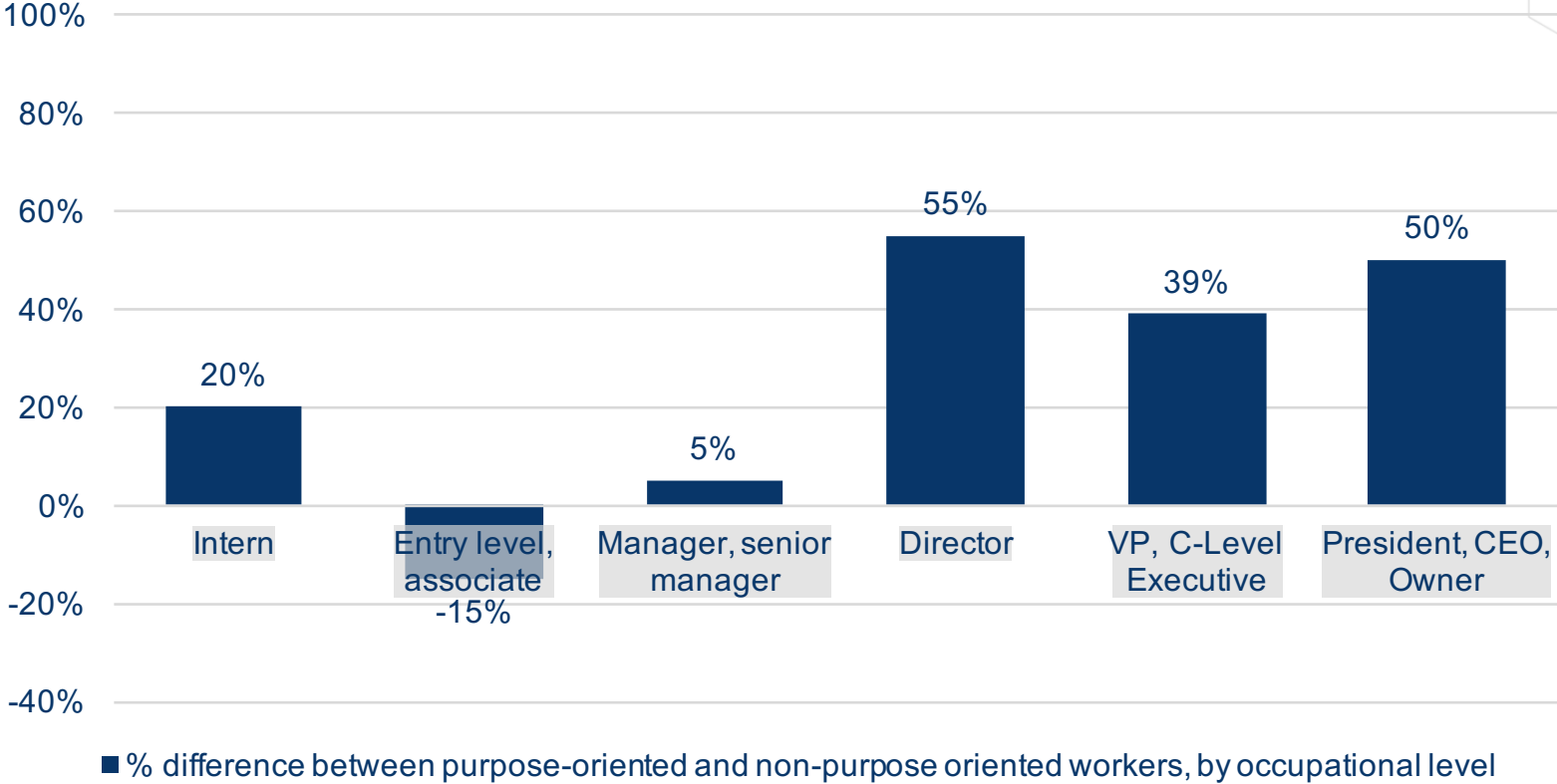
Note: tenure is a critical measurement as it relates to both the costs of turnover, as well as job satisfaction



Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire



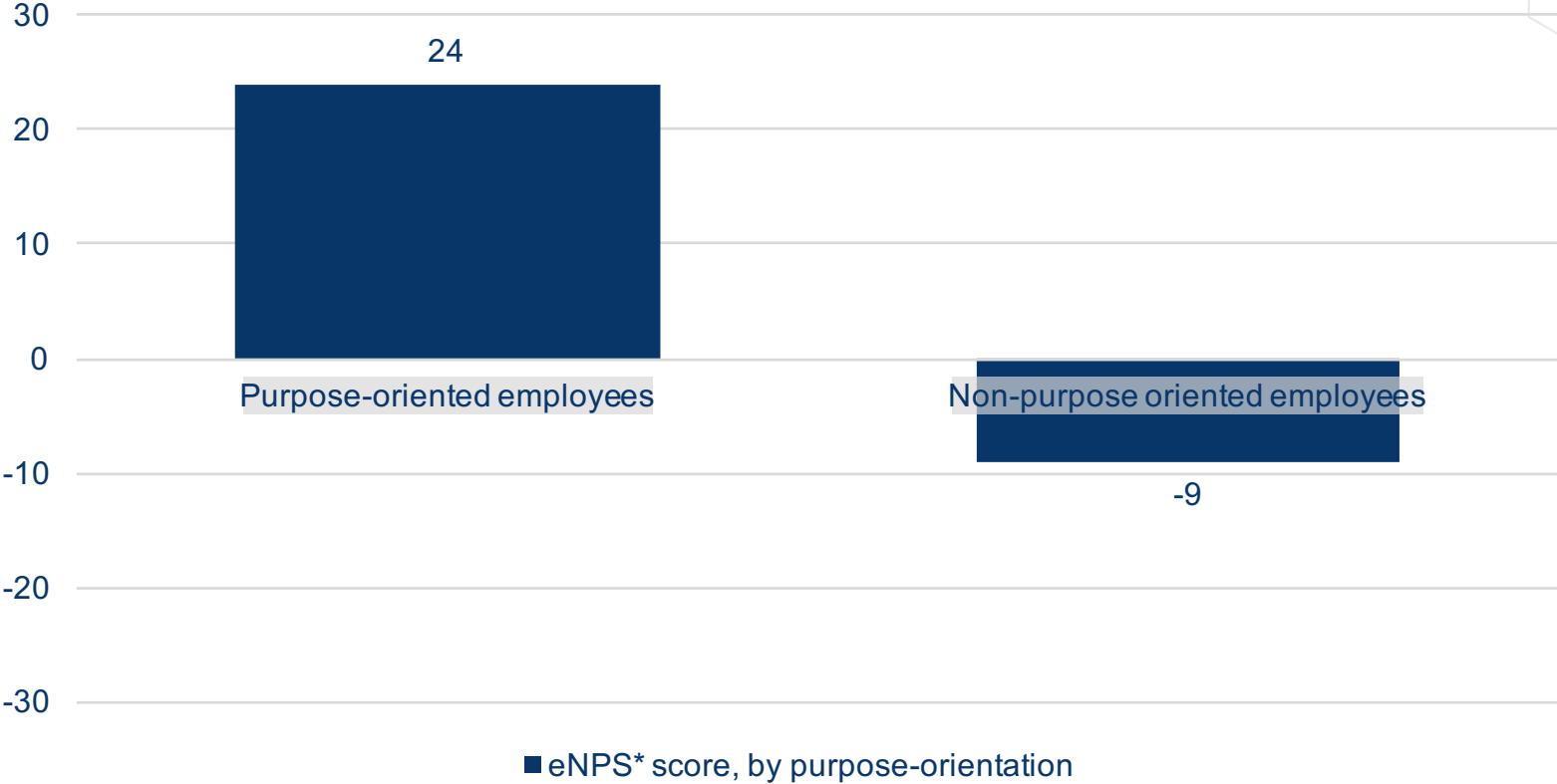
Purpose-oriented individuals are 50% more likely to be in a top position in the firm



Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire



Purpose-oriented employees tend to have much higher eNPS scores, and therefore serve as ambassadors for the firm



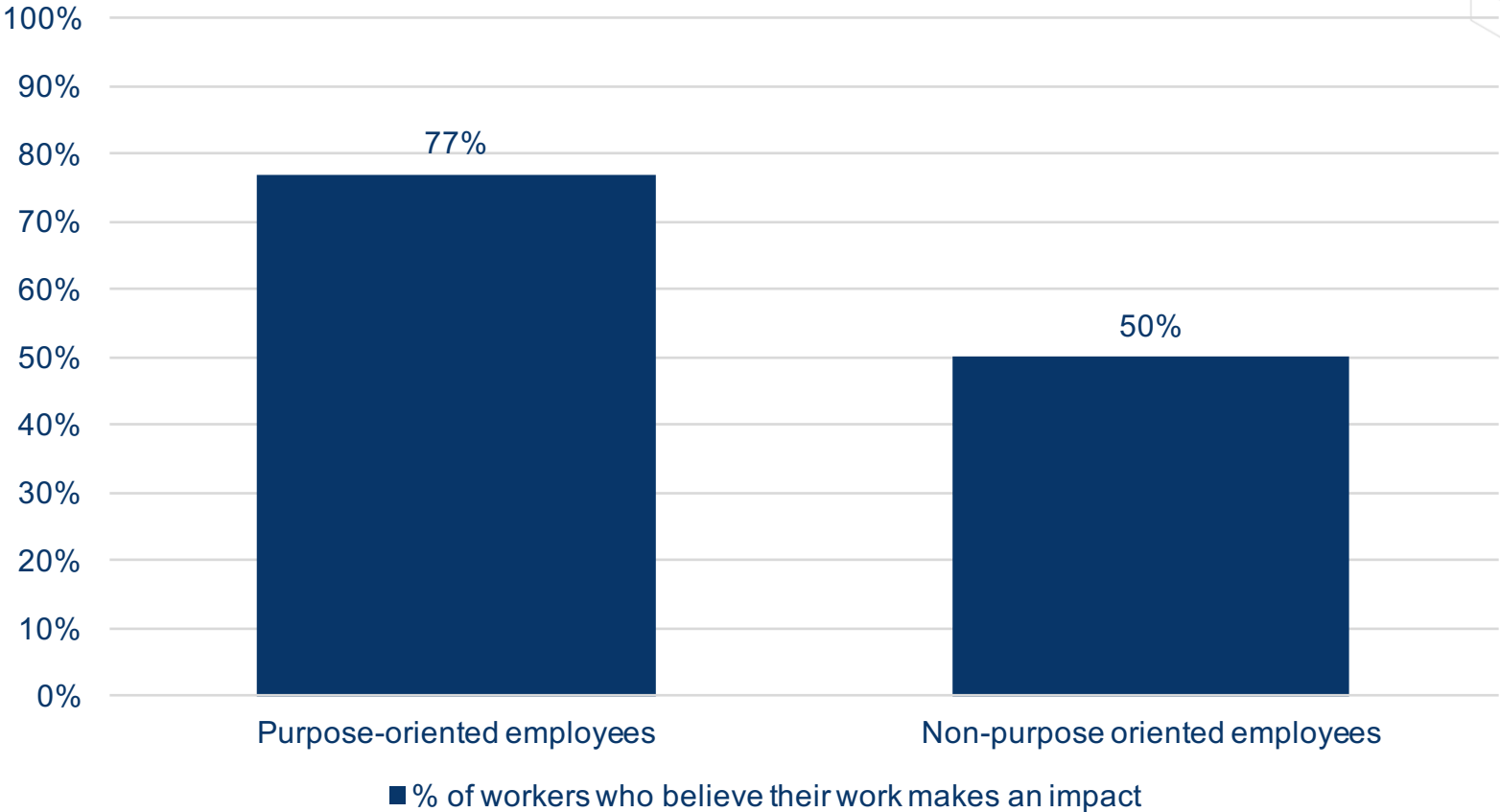
* eNPS measures whether employees are Promoters, Detractors or Passives when it comes to recommending their organisation as a great place to work to others.

Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire



Purpose-oriented is a belief structure; purpose-orientated individuals see and feel impact where others don't

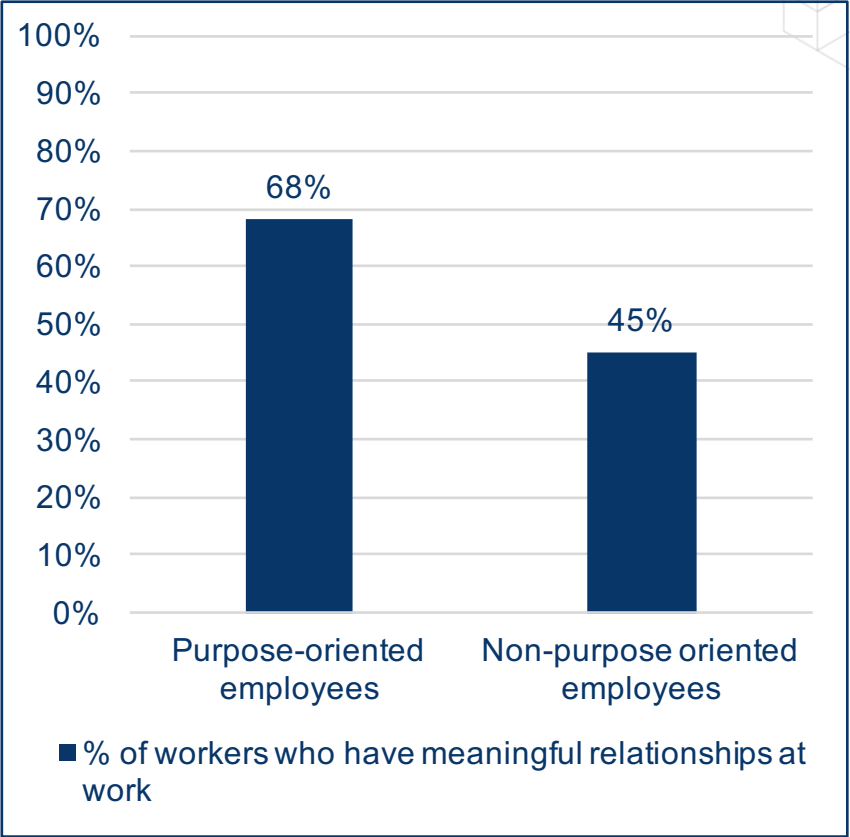
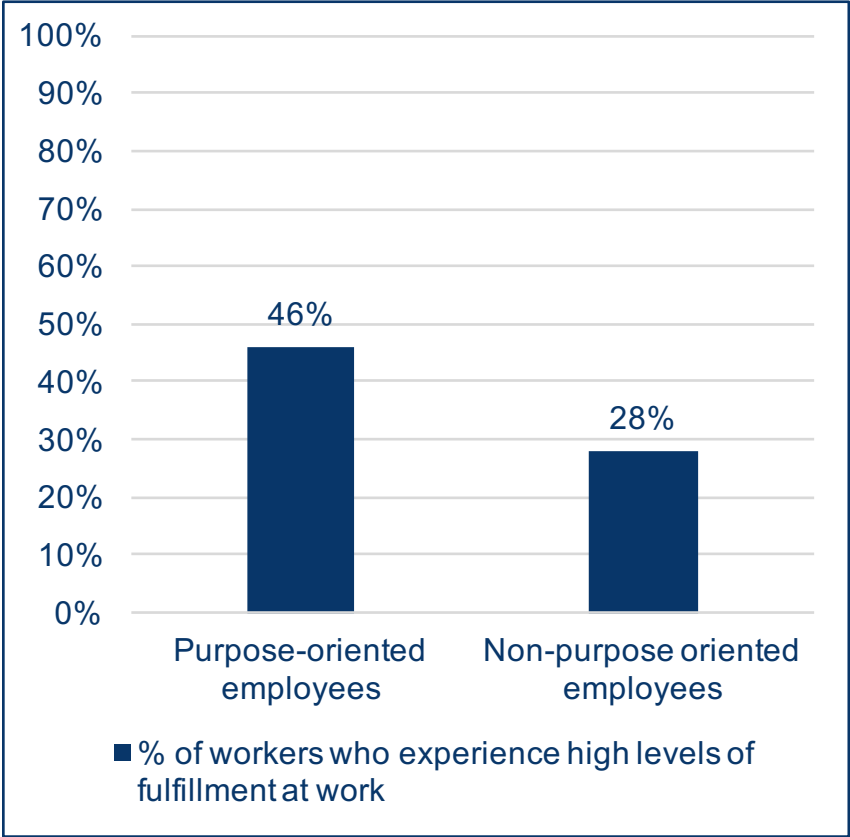
Note that most people believe their work has an impact: 50-77% of people report feeling this



Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire

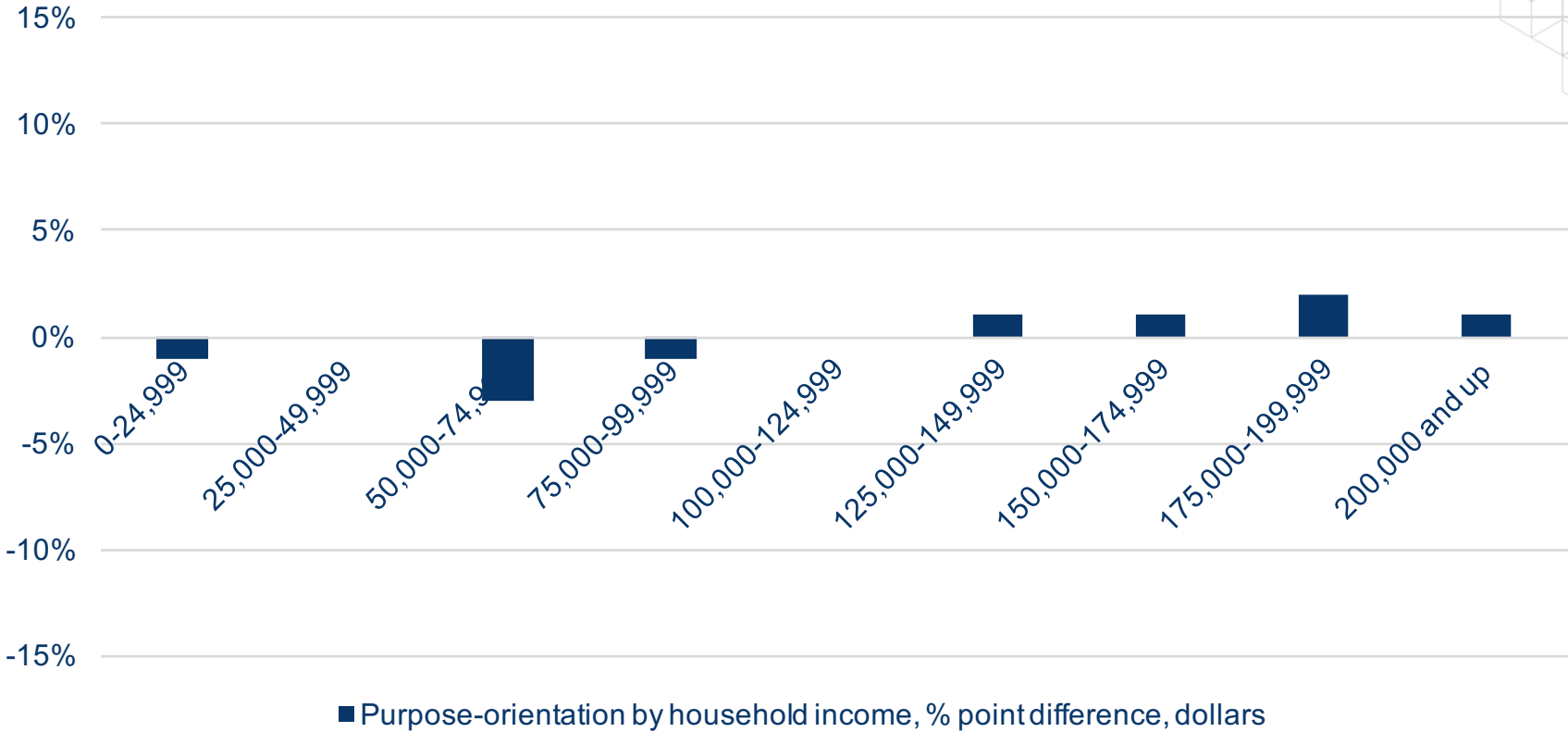


Purpose-oriented employees tend to experience – and create – more fulfillment at work



Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire

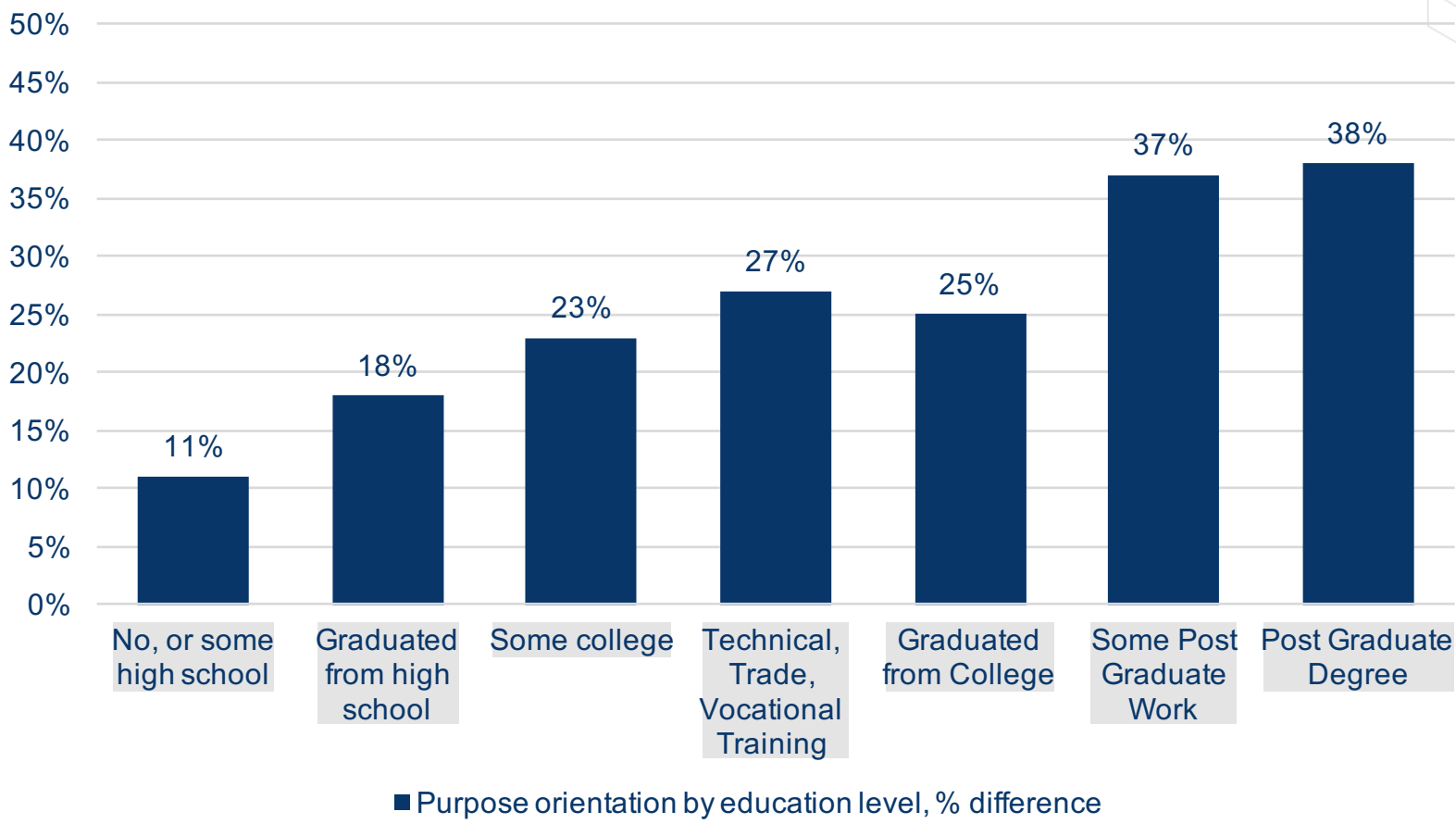
Purpose-oriented individuals make similar money as their less purpose-oriented peers



Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire



Purpose-oriented individuals tend to be higher educated – post graduates experiencing purpose three times as often as people without high school



Source: 2015 Workforce Purpose Index; Imperative and New York University; based on random sample of 6,332 employees aged 18 and higher through 36-question online questionnaire





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